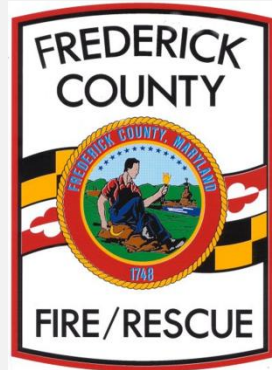


FREDERICK COUNTY FIRE AND RESCUE SERVICES



PROPOSED DELEGATION OF AUTHORITY ORDINANCE

NOVEMBER 20, 2012

- **BACKGROUND**

In November 2009, the previous Board of County Commissioners authorized a change in the position description for the Director of Fire and Rescue Services making the Division Director responsible for all fire and rescue system management in Frederick County.

The county code was never amended to provide the legal authority for the Division Director to carry out this assigned responsibility.

- **BACKGROUND**

In July 2011, the current Board of County Commissioners affirmed their intent to provide the legal authority and staff was directed to work with the Frederick County Volunteer Fire and Rescue Association and the County Attorney to draft an amendment to the county code that would establish a fully integrated volunteer and career fire and rescue organization managed under a single agency head.

- **SINCE THEN**

Staff and the County Attorney worked with a committee appointed by the President of the Frederick County Volunteer Fire and Rescue Association to develop the code amendments with review and comment by all volunteer fire and rescue corporations at several points during this process.

The original code amendment proposed was rejected by the fire and rescue association in March 2012.

The ordinance committee was requested to obtain additional feedback from the volunteer fire and rescue corporations and have the ordinance reconsidered by the Fire and Rescue Association at their November 2012 meeting.

- **PROPOSED ORDINANCE**

Repeals and Re-enacts several sections of Article IV – Fire and Rescue Services to codify the following provisions:

- Defines Role, Responsibilities and Rights of Volunteer Fire , Rescue or Ambulance Corporations.
- Establishes the Division of Fire and Rescue Services as an integrated career and volunteer agency responsible for the full scope of fire, rescue and emergency medical service functions in Frederick County.
- Establishes the position of Chief of Fire and Rescue Services with overall operational and administrative responsibility and authority to manage the fire and rescue system.

- **PROPOSED ORDINANCE**

Repeals and Re-enacts several sections of Article IV – Fire and Rescue Services to codify the following provisions:

- Establishes a BOCC appointed Fire and Rescue Advisory Council to ensure fire – rescue system stakeholder and citizen input into fire and rescue system management and decision making.
- Establishes an operational chain of command that fully integrates volunteer and career officers.
- Empowers the Chief of Fire and Rescue Services with the authority to enforce fire rescue system policy, procedures, rules and regulations.

•SUPPORTING DOCUMENTS

Fire and Rescue Advisory Council Charter – Provides BOCC direction to the fire and rescue advisory council regarding their purpose and goals.

Fire and Rescue Advisory Council Bylaws – Establishes the procedures that will govern the operation of the Fire and Rescue Advisory Council.

Position Description - Operationally Certified Volunteer Fire – Rescue Chief – Establishes the delegated authority of the BOCC, through the Chief of Fire and Rescue Services to an Operationally Certified Volunteer Chief to manage their fire – rescue station in accordance the provisions of the ordinance and county policy.

INTEGRATED CHAIN OF COMMAND AS ADOPTED

CHIEF OF FIRE AND RESCUE SERVICES



COMMAND CERTIFIED VOL. COMPANY CHIEFS AND CAREER BUREAU CHIEFS



COMMAND CERTIFIED VOL. DEPUTY & ASST. CHIEFS AND CAREER BATTALION CHIEFS



COMPANY OFFICER CERTIFIED CAPTAINS – VOLUNTEER AND CAREER



COMPANY OFFICER CERTIFIED LIEUTENANTS – VOLUNTEER AND CAREER



CERTIFIED VOLUNTEER SERGEANTS AND CAREER TECHNICIANS



CERTIFIED VOLUNTEER AND CAREER FIREFIGHTERS, EMT'S & PARAMEDICS

Chief of Fire and Rescue Services

DEPARTMENT HEADS

BUREAU CHIEFS
PROGRAM
MANAGEMENT

VOLUNTEER CHIEFS
VOL. STATION
MANAGEMENT

DEPARTMENT HEADS PERFORM DUTIES AND RESPONSIBILITIES ASSIGNED BY THEIR
RESPECTIVE JOB DESCRIPTIONS

SUPERVISE SUBORDINATE OFFICERS THROUGH THE ESTABLISHED INTEGRATED
OPERATIONAL CHAIN OF COMMAND

**DAY-TO-DAY
OPERATIONAL
RELATIONSHIP**

 = Policy Authority

 = Advisory Authority

Chief of Fire and Rescue Services

DEPARTMENT HEADS

**BUREAU CHIEF
EMERGENCY
SERVICES**

**VOLUNTEER CHIEFS
VOL. STATION
MANAGEMENT**

BATTALION CHIEFS

CAREER PERSONNEL

**DAY-TO-DAY
OPERATIONAL
RELATIONSHIP**

- RESPONSIBLE FOR DAY-TO-DAY STATION OPERATIONS
- IMPLEMENTS AND ENFORCES COUNTY POLICY
- SUPERVISION OF VOL. & ASSIGNED CAREER STAFF
- ENSURES STATIONS OPERATIONAL READINESS
- MAINTAINS REQUIRED RECORDS AND REPORTS
- ENSURES ORDER AND DISCIPLINE AT STATION LEVEL
- DEVELOPS STATION WORK PLANS WITH CAREER SUP.
- DEVELOPS STATION LEVEL POLICIES & PROCEDURES
- MAINTAINS CLOSE LIAISON WITH ASSIGNED BC

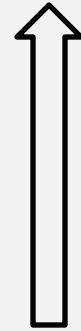
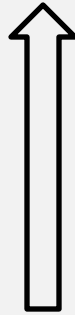
 = Policy Authority

 = Advisory Authority

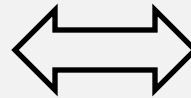
WHY THE BUSINESS MODEL NEEDS TO CHANGE

- The current business model fails to engage all fire and rescue system stakeholders in the management process.
- There is no clear line of authority for fire and rescue system management.
- Decision making is by consensus of 26....this must be streamlined to become more effective and efficient.
- Volunteer corporations have operated with assumed legal authority in many areas....authority needs to be formalized by county code.
- System management needs to evolve in a way that is inclusive, with clear lines of authority and in a manner that maintains the combination volunteer and career service.

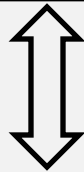
BOARD OF COUNTY COMMISSIONERS



**DIRECTOR
FIRE AND RESCUE SERVICES**



**FIRE AND RESCUE
ASSOCIATION**



**FIRE – RESCUE COMMITTEES
OPERATIONS, PLANNING & RESEARCH, EMS, BUDGET, TRAINING**

DFRS CAREER PERSONNEL

UNION

CITIZENS

26 VOLUNTEER CORPORATIONS

**CURRENT BUSINESS
MODEL**

 = Policy Authority

 = Advisory Authority

THE PROPOSED BUSINESS MODEL

- Inclusive of all stakeholders in the management process.
- Establishes a clear line of authority for fire and rescue system management.
- A single decision maker that is advised by consensus of 9, which as a small group is streamlined and more efficient.
- County code will now formalize the line of legal authority from BOCC...to Chief of Fire and rescue Services...to the Volunteer Corporations and their Chief officer.
- The new business model is inclusive, with clear lines of authority and maintains the combination volunteer and career service.

BOARD OF COUNTY COMMISSIONERS

COUNTY
MANAGER

**PROPOSED BUSINESS
MODEL**

CHIEF
FIRE – RESCUE
SERVICES

FIRE – RESCUE
ADVISORY COUNCIL

PRESIDENT
FIRE – RESCUE
ASSOCIATION

FIRE – RESCUE COMMITTEES
OPERATIONS, PLANNING & RESEARCH, EMS, BUDGET, TRAINING

VOLUNTEER FIRE AND RESCUE ASSOCIATION

 = Policy Authority

 = Appeal Authority

 = Advisory Authority

• **VOLUNTEER FIRE AND RESCUE LEADERSHIP BRIEFING**

The revised code amendments were presented to all volunteer corporation Chiefs, Presidents and Association Delegates that attended a briefing on October 16, 2012

Revisions made by the ordinance committee based on feedback from volunteer corporations from the previous draft included:

- Development of working bylaws for the Fire – Rescue Advisory Council
- Establishment of an appeal procedure to the BOCC
- Code amended to legally require Chief of Fire and Rescue to consult with Advisory Council
- Provision added to provide legal enforcement of policy, procedures, etc.
- Clarification of day-to-day operational relationships of volunteer chiefs

The revised code amendments were distributed to all volunteer fire and rescue corporations with instructions to prepare for a vote at the full fire and rescue association meeting on November 15, 2012.

- **VOLUNTEER FIRE AND RESCUE ASSOCIATION POSITION**

At the November 15, 2012 meeting, the Frederick County Volunteer Fire and Rescue Association defeated the proposed ordinance by a vote of 8 corporations in favor, 16 corporations opposed, 1 corporation abstained and 1 corporation did not attend.

Therefore; the advisory position of the Fire and Rescue Association is for the Board of County Commissioners NOT to adopt the proposed ordinance.

FIRE-RESCUE ASSOCIATION ORDINANCE COMMITTEE

**Eric Smothers – Brunswick EMS
Chairman**

Jim May - Urbana

Danny More' - Libertytown

Susie Nicols – Brunswick EMS

Dave Keller – Citizens Truck

Gary Keller – New Midway

Dale Kline – Rocky Ridge

Michael Chomel, County Attorney

**Thanks to the members of this committee for many hours of
work over the past 18 months**